



**CITY OF GLENDALE
COMMUNITY SERVICES & PARKS
DEPARTMENT
REQUEST FOR PROPOSALS (RFP)**

**LOS ANGELES COUNTY
HOMELESS INITIATIVE MEASURE H
FUNDING
Glendale Continuum of Care**

**Released: November 7, 2023
Proposals Due: December 7, 2023**

Submit all application materials electronically via:
HMIS@GlendaleCA.Gov

Community Services & Parks Department
613 E. Broadway Room 120
Glendale, CA 91206

Attention: Arsine Isayan, Homeless Programs Manager

THE CITY OF GLENDALE INTENDS TO PROVIDE REASONABLE ACCOMODATIONS FOLLOWING THE AMERICANS WITH DISABILITIES ACT OF 1990. IF SPECIAL ACCOMODATION IS DESIRED, PLEASE CALL THE COMMUNITY SERVICES & PARKS DEPARTMENT AT (818) 548-2000



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INVITATION FOR PROPOSALS - OVERVIEW

The City of Glendale seeks to support a portfolio of services designed to address the needs of our entire community, encompassing individuals and families who are sheltered, unsheltered, or at-risk of homelessness. Our primary objective is to enhance long-term stability and promote upward economic mobility for unhoused and at-risk persons. This vital work is carried out through the City's Continuum of Care (CoC), a collaborative platform committed to working alongside regional and citywide partners. Together, we seek to develop and implement equitable solutions to homelessness, underpinned by a "housing first" philosophy.

I. BACKGROUND

In March 2017, Measure H was overwhelmingly embraced by the residents of Los Angeles County. This momentous decision reflected a collective commitment to address the homelessness crisis by increasing taxes, thereby generating an estimated \$355 million annually. This dedicated revenue is exclusively allocated for combating homelessness throughout the County. Measure H is comprised of different strategies aimed at conclusively ending homelessness in Los Angeles County. For the fiscal years 2021-2024, the City of Glendale has received a total allocation for the implementation of specific Measure H Strategies, as outlined below:

- A1 & A5- Homeless Prevention Services (Allocation supports homeless individuals and families.)
- B3- Partner with Cities to expand Rapid Re-Housing (Allocation supports homeless individuals and families.)
- E6-Countywide Outreach System.
- E7- Strengthen the Coordinated Entry System (Allocation is only to support Housing Locators and Housing Navigators.)
- E8-Enhance the Emergency Shelter System (Allocation is based only on funding for new shelter beds, including non-congregate shelters)

For further details on the Homeless Strategies implemented by the County of Los Angeles, please visit the following link: [County of Los Angeles Homeless Strategies](#)

This RFP solicits proposals for the Five (5) homeless strategies listed above. This RFP is available to all eligible applicants seeking to operate within Glendale's jurisdiction. Projects funded under this RFP are required to participate in the Glendale Continuum of Care (CoC) Coordinated Entry System, Street Outreach efforts, and in the Glendale CoC Homeless Management Information System (HMIS) or an approved comparable database (applies to domestic violence programs only).

Eligible Applicants

To be eligible, applicants must meet the following conditions:

- a) Applicant must be a private non-profit organization;
- b) Applicant must have provided same or similar services for a minimum of 24 months;
- c) Applicant must have a Dun and Bradstreet Universal Numbering System (DUNS) number;
- d) Applicant, its officers, and employees are not currently debarred or suspended from doing business with the Federal Government, State of California, or a local government; and
Applicant does not have unresolved current or past contract non-compliance, non- performance, suspension, termination, or other adverse audit finding with one or more funders in the past five (5) years.

Funding Amounts

The total amount of funding estimated to be available for this **RFP is approximately \$958,518.**

Proposals for each Homeless Initiative Strategy Request for funding shall not exceed the amounts listed below per Homeless Initiative Strategy. Agencies may apply for one or more project types. Each project type will require a separate application.

The remaining balance of **\$319,645** from FY 2017-2021 will become available to applicants once all eligible use categories have been fully obligated. The decision regarding the allocation of these funds and selection of the sub-recipient will be determined through a vote by the CoC Board.

Eligible Use Category	FY 2021-22	FY 2022-23	FY 2023-24	Total Per Category
<i>Prevent: Homeless Prevention Services for Individuals & Families</i>	\$27,537	\$27,536	\$ 21,574	\$76,647
<i>House: Time Limited Subsidies (Single Adults & Families)</i>	\$34,117	\$34,117	\$96,192	\$164,426
<i>Connect: Coordinated Outreach</i>	\$53,022	\$52,920	\$69,142	\$175,084
<i>House: Enhance the Emergency Shelter System</i>	\$60,902	\$60,903	\$60,903	\$182,708
<i>House: Housing Navigation and Location</i>	\$0	\$0	\$40,008	\$40,008
<i>Admin (City Use Only)</i>	\$33,443	\$33,424	\$54,822	\$121,689
TOTAL	\$209,021	\$208,900	\$342,641	\$760,562
FY 2017-21 Carryover*			\$319,645	
GRAND TOTAL			\$1,080,207	
RFP REQUEST TOTAL			\$958,518	

Funding for the project(s) is contingent upon award of Measure H funds to the City by the Los Angeles County Chief Executive Office. In the event that the Glendale City Council or Los Angeles County fails to appropriate the necessary funds for any fiscal year, the projects conditionally awarded for that period will either not be funded or funded at a reduced award level.

The initial contract term is for one-year. The City reserves the option to renew contracts awarded through this RFP for up to two (3) subsequent program years, contingent upon satisfactory performance, availability of funds, demonstrated need, and project outcomes.

Proposer’s Indemnification of the City

At its expense, Proposer agrees to indemnify, defend, and hold harmless the City and its officers, agents, employees, and representatives from and against any and all liability, suits, actions, proceedings, judgments, claims, demands, liens, losses, damages, costs, and expenses (including attorneys’ fees, litigation, arbitration, mediation, appeal expenses) if a dispute, lawsuit, or other proceeding arises out of any one or more of the following:

- Proposer’s submitting the Proposal;
- The City’s accepting Proposer’s Proposal; or
- The City’s awarding a Contract to Proposer in compliance with this RFP, or state, federal, or local laws.

City’s Project Representatives

The City Project Manager in charge of this Project is:

Arsine Isayan, Homeless Programs Manager
City of Glendale
Community Services and Parks Department
613 E. Broadway, Room 120
Glendale, CA 91206
Telephone: (818) 550-4474
Email: arisayan@glendaleca.gov

Schedule of Events

The following events will take place in this Project (See further explanations, below):

EVENT	RESPONSIBILITY	DATE
RFP Distribution	City	11/07/2023
Mandatory Application Workshop	City	11/27/2023
Last Day to Submit Interim Questions	Proposer	11/28/2023
RFP Proposals Due by 5:00 p.m.	Proposer	12/07/2023
Scoring/Ranking	City	12/12/2023
Appeals Due	Proposer	12/19/2023
Panel Review Proposal/Candidate Interview	City	12/20/2023
Estimated Contract Award	City	01/01/2024

Mandatory Application Workshop

A Proposer Conference will be held virtually via teams on 11/27/2023 at 10:00 am.

OPTION 1	OPTION 2
<p>Join on your computer or mobile app Click here to join the meeting Meeting ID: 295 763 156 023 Passcode: QCwarB Download Teams Join on the web</p>	<p>Or call in (audio only) +1 323-886-7427,,891858538# Phone Conference ID: 891 858 538# Find a local number</p>

Attendance at this application workshop is mandatory. If a Proposer is unable to attend, a representative must be present. Failure to do so may result in rejection of a Proposal.

Attendees or their representatives will be required to sign-in during the meeting.

The purpose of this application workshop is to ensure that Proposers have adequate information to respond fully and comprehensively to the City's requirements. During the workshop, City staff will discuss with prospective Proposers the services to be performed and answer questions arising from Proposers' initial review of this RFP. Before the conference takes place, Proposers should review the RFP thoroughly and should be familiar with its content, as well as the City's functional and technical requirements.

Withdrawal or Cancellation of a Proposal

Before the Proposal Deadline:

A Proposer may withdraw a Proposal, by giving written notice, signed by the Proposer. A withdrawal request must be addressed as follows and delivered electronically via:

HMIS@GlendaleCA.Gov

Community Services and Parks Department

Attention: Arsine Isayan, Homeless Programs Manager

(Arisayan@GlendaleCA.Gov)

For a withdrawal to become effective, the City must receive the Proposer's written request for withdrawal before the Proposal Deadline. The City will not accept or consider a Proposer's verbal, telephonic, or facsimile, request for modification or withdrawal of a Proposal.

If a Proposer withdraws its Proposal, the withdrawal will not prejudice the Proposer's right to submit a new Proposal, if the new Proposal is submitted: (a) in accordance with the RFP's requirements, and (b) before the Proposal Deadline.

After the Proposal Deadline:

A Proposer must not withdraw, cancel, or modify its Proposal for a period of at least ninety (90) calendar days following the Proposals' opening on 11/07/2023 subject to the exception described in the next paragraph below. The City may extend the 90-day period upon the City's written request and upon the affected Proposers' written approval.

The City may allow a Proposer to withdraw or cancel a Proposal after the opening of the Proposals, if the Proposer establishes, to the City's satisfaction, that all of the following circumstances exist:

1. The Proposer made a mistake in its Proposal;
2. Within five (5) days after the Proposal's opening, the City receives from the Proposer written notice of the mistake and the notice specifies in detail how the mistake occurred;
3. The mistake made the Proposal materially different from what the Proposer had intended it to be; and
4. The mistake was made in filling out the Proposal and was not due to error in judgment, or carelessness in reading the RFP or the proposed Contract.

Proposal Preparation Expenses

Expenses for developing the RFP response are entirely the responsibility of the Proposer and are not chargeable to the City in any manner. The City is not liable for any pre-contractual expenses, which are defined as expenses incurred by Proposer in:

- Preparing its Proposal in response to this RFP.
- Negotiating with the City any matter related to the Proposal.
- Any other expense incurred by Proposer prior to the date of award of the Contract for this RFP.

II. PROGRAM REQUIREMENTS

- A. Budget, Match, and Leverage Requirements:** Applicants are required to submit a competitive 12-month budget as part of the application submission. The City will reimburse indirect costs to a maximum of 8% of the City Measure H funded portion of the proposed project. The City does not require match to be provided by the applicants to match the funds provided by the City through this RFP. The City recommends leveraging from other sources to enrich programming For Homelessness Prevention project budgets, 80% of the proposed budget amount must be used directly for temporary financial assistance.
- B. Reporting:** The agency will be required to submit quarterly performance reports on outputs and outcomes, including information on the number and demographics of participants served to date. Quarterly reports are due within 15 days of the end of each quarter for the period of program operation and shall include current quarter and cumulative data. An annual performance report will also be required within 30 days of the end of each fiscal year.
- C. Coordinating with other resources:** Projects supported by the Measure H Rapid Re-housing funds must coordinate and integrate, to the maximum extent practicable, Measure H-funded activities with other programs targeted to people experiencing homelessness in Glendale, mainstream benefits, housing, health, social services, employment, education, and other programs for which individuals and families experiencing homelessness may be eligible. Specifically, recipients must work in coordination with and prioritize referrals through the Glendale CES.
- D. Homeless Management Information System (HMIS) Participation:** All Measure H funded projects are required to participate in the Glendale HMIS, or comparable database for domestic violence providers.

Program participant data entry is required daily for service coordination purposes.

- E. Certification of Homelessness or At-Risk of Homelessness:** The Glendale CoC has standardized certification documents to obtain necessary documentation of program participant eligibility. Funded projects are required to complete these documents as proof of program participant eligibility.
- F. Confidentiality:** Funded projects are required to develop and implement written policies and procedures to ensure the security and confidentiality of program participants and their protected identifying information. This includes program participant records, releases of information, and the address or location of any housing of a program participant.
- G. Housing First:** Funded projects shall adhere to Housing First principles. Housing First is a model of housing assistance that prioritizes rapid placement and stabilization in permanent housing and does not have service participation requirements or preconditions, such as sobriety or a minimum income threshold. Projects using a Housing First approach offer supportive services to maximize housing stability and prevent returns to homelessness; however, participation in these services is based on the needs and desires of program participants.
- H. Universal Assessment:** The agency shall utilize the universal assessment tool adopted by the Glendale CoC to assess program participants' housing and service needs. Currently, the Glendale CoC is utilizing the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT).
- I. Coordinated Entry System:** The agency shall work in collaboration with the broader Continuum of Care (CoC) system in Glendale, including participating in the Glendale Coordinated Entry System (CES). The agency must coordinate with the local CES to ensure that any point of entry in the CoC provides participants access to housing. The agency will participate in the Glendale CES's intake process, which includes direct service for and referrals to appropriate homeless programs, mainstream resources, and housing. The agency will participate in CoC meetings, any relevant subcommittees, training opportunities, and technical assistance that support quality service delivery within the system of care.

III. PROGRAM GUIDELINES

Strategy A1 | A5 Homelessness Prevention (24 CFR 576.103, 24 CFR 576.105-6)

1. Funds may be used to provide short-term rental assistance as necessary to help prevent homelessness for individuals and families and help participants regain stability in existing permanent housing or move the participants into other permanent housing. The homelessness prevention assistance must be provided in accordance with the HUD requirements specified at 24 CFR 576.103, housing relocation and stabilization services in 24 CFR 576.105, and the short-term and medium-term rental assistance requirements in 24 CFR 576.106, eligible costs requirements in 24 CFR 578.53, the Glendale CoC written standards, and the Program Requirements outlined in 24 CFR 578 Subpart F.

2. Eligible Program Participants

Homelessness Prevention may be provided to program participants who:

- a. Meet the following criteria of the “at risk of homelessness” definition for the Glendale Measure H Homelessness Prevention Program,

(1) An individual or family who:

- i. Has an annual income between 40-50 percent of median family income for the area, as determined by LA County;
- ii. Does not have sufficient resources or support networks, *e.g.*, family, friends, faith-based or other social networks, immediately available to prevent them from moving to an emergency shelter or another place described in paragraph (1) of the “homeless” definition in the above section; and
- iii. Meets one of the following conditions:
 - A) Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;
 - B) Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance;
 - C) Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by Federal, State, or local government programs for low-income individuals;
 - D) Lives in a single-room occupancy or efficiency apartment unit in which there reside more than two persons or lives in a larger housing unit in which there reside more than 1.5 persons reside per room, as defined by the U.S. Census Bureau;
 - E) Is exiting a publicly funded institution, or system of care (such as a health-care facility, a mental health facility, foster care or other youth facility, or correction program or institution);
 - F) An individual or family who meets criteria in paragraphs (2) and (4) of the “homeless” definition in [24 CFR 578.3](#).

3. Eligible Costs and Services

Eligible Costs and Services for Homelessness Prevention under this RFP are listed below and are applicable to households with residences within the Glendale jurisdiction:

Housing relocation and Stabilization Services

a. Financial Assistance Costs (24 CFR 576.105 (a))

- i. Security Deposits (24 CFR 576.105(a)(ii))
- ii. Utility Deposits (24 CFR 576.105(a)(iv))
- iii. Utility Payments (24 CFR 576.105(a)(v))

b. Services Costs (24 CFR 576.105 (b))

- i. Housing Search and Placement
- ii. Housing Stability Case Management
- iii. Mediation
- iv. Credit Repair

c. Use with Other Subsidies. Financial assistance cannot be provided to a program participant who is receiving the same type of assistance through other public sources or to a program participant who has been provided with replacement housing payments under the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA), during the period of time covered by the URA payments.

Short-term Rental Assistance

- a. The City of Glendale maximum period for rental assistance with Measure H funds is up to 2 months. Rental assistance under Homelessness Prevention considers a one-time payment for up to 2 months of rent in arrears, including any late fees on those arrears.
- b. Use with Other Subsidies. Financial assistance cannot be provided to a program participant who is

receiving the same type of assistance through other public sources or to a program participant who has been provided with replacement housing payments under the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA), during the period of time covered by the URA payments.

- c. **Rent Restrictions.** Rental assistance cannot be provided unless the rent does not exceed the Fair Market Rent established by HUD, as provided under 24 CFR part 888, and complies with HUD's standard of rent reasonableness, as established under 24 CFR § 982.507. For purposes of calculating rent under this section, the rent shall equal the sum of the total monthly rent for the unit, any fees required for occupancy under the lease (other than late fees and pet fees) and, if the tenant pays separately for utilities, the monthly allowance for utilities (excluding telephone) established by the public housing authority for the area in which the housing is located.

Strategy B3 | Rapid Re-Housing (24 CFR 578.37)

1. Funds may be used to provide short- and/or medium-term rental assistance as necessary to help a homeless individuals/families/ move as quickly as possible into permanent housing and achieve stability in that housing; this assistance is referred to as rapid re-housing assistance. The RRH assistance must be provided in accordance with the HUD requirements specified at 24 CFR 578.37, the short-term and medium-term rental assistance requirements in 24 CFR 578.51, eligible costs requirements in 24 CFR 578.53, the Glendale Continuum of Care (CoC) written standards, and the Program Requirements outlined in 24 CFR 578 Subpart F.

2. Eligible Program Participants

Rapid re-housing assistance may be provided to program participants who:

- a. Meet the criteria under paragraph (1) of the “homeless” definition in 24 CFR § 578.3,

(1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

- i. An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
- ii. An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, State, or local government programs for low-income individuals); or
- iii. An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

- b. An individual or family who will imminently lose their primary nighttime residence, provided:

- i. The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;
- ii. No subsequent residence has been identified; and
- iii. The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing;

- c. Any individual or family who:

- i. Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;
- ii. Has no other residence; and
- iii. Lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, to obtain other permanent housing.

3. Eligible Costs and Services

RRH projects may provide eligible program participants with these services (24 CFR 578.37 (a)(1)ii), 24 CFR 578.51, 24 CFR 578.53) listed below:

- a. Rental Assistance (24 CFR 578.51)
 - i. Short-term (up to 3 months) and Medium term (up to 6 months)
 - ii. Security Deposits (up to 2 months)
 - iii. First and last month's rent
 - iv. Property damage
 - v. Hotel/Motel Vouchers
- b. Supportive Services costs (24 CFR 578.53 (e))
 - i. Assistance with Moving Costs
 - ii. Case Management (**limited to max .25 FTE of staff time**)
 - iii. Childcare
 - iv. Education Services
 - v. Employment Assistance/Job Training/ Food
 - vi. Housing Search and Counseling Services
 - vii. Life Skills trainings
 - viii. Outpatient health services (includes mental health services and substance abuse treatment services)
 - ix. Outreach Services
 - x. Transportation
 - xi. Utility Deposit

4. Rapid Re-housing Projects supported by Measure H funds shall be administered by the City in a manner consistent with federal CoC program as set forth in 24 CFR Part 578, except as otherwise provided in these Program Requirements and the Glendale CoC Written Standards. In the event of any inconsistency between the requirements of the Glendale Measure H Rapid Re-housing Program and the HUD Rapid Re-housing Program, the guidelines for the Glendale Measure H Rapid Re-housing Program shall prevail.

Street Outreach

Funds for Street Outreach should be used to provide the full spectrum of services and activities for a Citywide Homeless Outreach and Engagement and/or Mobile Case Management Program for unhoused Populations. It is expected that the provision of services will occur seamlessly – streamlined access to services administered by the

organization. The Program must focus on engaging with homeless individuals through street outreach and providing street-based case management. As Citywide Outreach Coordinators, the selected agency or agencies will be expected to proactively identify areas to provide outreach, as well as to respond to concerns from City staff, residents, businesses, and other persons as appropriate. Program staff may also be expected to attend meetings with residents, City representatives, businesses, or other persons as appropriate in an effort to address their concerns. Applicants must demonstrate how their proposed program will adhere to this structure and how services will be coordinated among agencies.

Street Outreach may provide eligible program participants with the following services:

- 1) Coordination of street outreach and engagement;
- 2) Locate, identify and build relationships with unsheltered people experiencing homelessness;
- 3) Facilitate the housing match process;
- 4) Maximize the use of CES & CoC Resources;
- 5) Address urgent physical and mental health needs through providing linkage and referral;
- 6) Actively connect and provide referrals for mainstream benefits and housing resources;
- 7) Complete initial assessment and eligibility screening; and
- 8) Create partnership with other outreach systems/programs.

Coordinated Entry System (Housing Navigators & Housing Locators)

Funds should be used to expand housing navigation within the Glendale CoC to ensure effective housing navigation services to homeless persons who have been successfully engaged by street outreach workers, including those living in highly visible homeless encampments.

Housing Navigators & Housing Locators may provide eligible program participants with the following services:

- 1) Link and support people to access housing resources, including the utilization of bridge housing;
- 2) Assist participants in creating an individualized housing plan;
- 3) Address barriers identified in the plan or during other navigation activities;
- 4) Assisting with acquiring and completing any documentation/forms required for housing (including housing applications);
- 5) Housing search assistance (including attending property owner meetings or setting appointments);
- 6) Securing housing (including inspections, utility startups, and the actual move into housing);
- 7) Provide support with gathering documents and any needed process in order to obtain housing ; and
- 8) Assisting participants in connecting with leveraged resources including: Crisis/Bridge Housing, Employment Services, Vocational Training, Education, Benefits Connection, Legal Services, Mental Health Services, Physical Health Services, Reunification/Diversion, etc.

Persons eligible for Housing Navigation services will:

- Meet the U.S. Department of Housing & Urban Development (HUD) Category 1 definition of homelessness.
([HUD At a Glance Criteria and Recordkeeping Requirements for Definition of Homeless](#))
- Have been assessed using the CES Assessment tool (VI-SPDAT) resulting in an acuity score that reflects the need for housing navigation services, generally 8+, or otherwise exhibit characteristics indicative of a need for assistance to access appropriate housing options.
- Priority will be given to individuals experiencing homelessness in the City of Glendale.

Enhance the Emergency Shelter System (funding for new shelter beds & Capital)

Funds may be used to enhance the emergency shelter system's ability to serve by increasing bed capacity. Adding beds to the system will decrease the gap in shelter services. The purpose of this safe, low-barrier and supportive crisis housing beds must be designed to facilitate permanent housing placement.

In addition, funds may be utilized to provide motel vouchers for homeless persons who are unwilling or unable to utilize traditional shelter. The purpose of the Motel Voucher Program is to place persons experiencing homelessness into motel rooms as temporary housing, as a way to stabilize, build trust, and engage persons who would otherwise be unlikely to accept services and thus remain on the street. The ultimate goal for each program participant placed in motel housing will be the attainment of permanent housing. However, matching the program participant to a permanent housing resource will be an important preliminary step in that path to permanent housing.

The Motel Voucher Program must target persons who are resistant to shelter or otherwise difficult to engage, and who without the offer of motel housing would be unlikely to agree to VI-SPDAT assessment or to working with a housing navigator. Provider must identify specific areas of focus for strengthening the implementation and impact of emergency shelter. Such as:

- Promote dignity and respect for every person seeking or needing shelter
- Divert people from the homelessness service system when possible
- Adopt a Housing First approach and create low-barrier access to emergency shelter
- Equip emergency shelters to serve as a platform for housing access

Persons eligible for motel voucher assistance will:

- Meet the U.S. Department of Housing & Urban Development (HUD) Category 1 definition of homelessness.
([HUD At a Glance Criteria and Recordkeeping Requirements for Definition of Homeless](#))
- Priority will be given to individuals experiencing homelessness in the City of Glendale.

IV. CONTRACT MANAGEMENT & PROGRAM MONITORING

Funded agencies will be required to maintain and submit to the City of Glendale Community Services & Parks Department adequate information necessary to monitor program accountability and progress in accordance with City of Glendale requirements. These conditions include programmatic reports, invoices with supporting documentation of eligible expenditures and insurance/contract requirements as stated within the RFP.

Performance Metrics

Successful Applicants shall be required to submit Quarterly Progress Reports and participate in regular meetings with the Glendale Continuum of Care (CoC) Committee and HMIS data quality workgroup to review program performance and compliance with HMIS reporting requirements.

These meetings shall be held quarterly and shall include representatives from the grantee and the CoC. The purpose of these meetings shall be to review and discuss progress made towards achieving program outcomes, as well as to identify and address any challenges that arise.

To facilitate these meetings, the successful applicant shall be required to maintain accurate and up-to-date records in the HMIS system, including client-level data, service data, and other data elements required by the

CoC. The successful bidder shall also be required to provide timely and accurate reports to the City on a monthly basis, detailing progress towards achieving program outcomes, as well as any issues or challenges encountered.

The performance measures are designed to measure Glendale CoC's performance as a coordinated system as opposed to homeless programs operating independently of the CoC. The measures are interrelated and help to provide a holistic view of system performance for the CoC. To facilitate this perspective, the CoC team is measuring its performance as a coordinated system, in addition to analyzing performance by specific program and project. Program Components: Homelessness Prevention (**HP**), Street Outreach (**SO**), Supportive Services Only (**SSO**), Emergency Shelter (**ES**), Transitional Housing (**TH**) and Permanent Housing – Permanent Supportive Housing (**PH- PSH**), and Permanent Housing – Rapid Re-housing (**PH-RRH**). [See Appendix A: Glendale Performance Metrics Table](#)

All proposals should address the alignment of proposed programs with at least two of the following system performance goals:

- Reduce the number of persons experiencing homelessness.
- Reduce the number of persons who become newly homeless (first time homeless).
- Reduce the length of time persons remain homeless.
- Increase successful placement in permanent housing.
- Reduce recurrence to homelessness after placement in permanent housing
- Employment and income growth for people experiencing homelessness.
- Increasing Successful Placements from Street Outreach

More information on the HUD system performance measures can be found at: [System Performance Measures](#)

V. PROPOSAL SELECTION AND APPEALS PROCESS

Application Threshold Requirements

An Application must meet threshold requirements as described below to be eligible for rating and ranking:

1. The application is received by the published RFP deadline
2. The applicant is an eligible applicant as described in Section I.

An application may be deemed ineligible if the application does not meet threshold requirements or if the application is incomplete and the Department cannot determine compliance with threshold requirements. The Department may also request clarification of unclear or ambiguous statements made in the application and other supporting documents when doing so will not impact the competitive scoring of the application.

Once all applications are received, proposals will be analyzed by City staff as to completeness in addressing questions in the Funding Application, or other funding requirements. Staff will be making funding recommendations to CoC Board. CoC Board will approve final recommendations for sub-recipients.

An applicant may not be recommended for funding, regardless of the merits of the application submitted, if it has a history of contract non-compliance with the requirements of the City or other funding source or poor past performance with any City funded project. The applicant may be given a provisional award with the stipulation

that special terms and conditions regarding the areas of concern will be a part of the contract.

Evaluation Criteria

All applications that meet threshold requirements will be rated based on the following criteria:

Section	Points
Program Design	35pts
Organization Experience and Capacity	20pts
Racial Equity	15pts
Data Collection and Program Performance	15pts
Budget and Narrative	10pts
Overall Quality, Coherence, and Completeness	5pts

1. Project Design: Demonstration of long-term sustainability and funding sources beyond the initial grant period, expansion of services, the pursuit of ambitious yet actionable outcome goals, and integration of best practices in their proposed project and the extent to which concepts, such as housing First, Harm Reduction, and Trauma-informed Care are embedded.

2. Organizational Capacity & Experience: Successful experience performing activities related to those listed in this RFP and the capacity to meet the performance outcomes.

3. Racial Equity: Specific actions the applicant has taken and will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

4. Data Collection and Program Performance: Demonstration of the extent to which the proposal is integrated with the Continuum of Care system as well as past performance as a sub-recipient.

5. Budget and Narrative: Demonstrated cost-effectiveness, feasibility, reasonableness, and optimization of the proposed budget.

6. Overall Quality, Coherence, and Completeness: Complete and accurate application with all required attachments and narratives that directly addresses questions.

Each criterion will be rated separately. A composite score will be computed for each proposal based on a weighted sum of the individual ratings.

The original proposal, the staff analysis, and the response to the staff analysis will be reviewed and evaluated by the Glendale CoC Board. In addition, representatives from proposing organizations will be required to meet with and interviewed by the Glendale CoC Board to discuss their proposals.

Appeals – Agencies that do not meet the threshold score or who are not recommended for funding may appeal and address the members of the Glendale CoC Board Appeal Panel based only on the following guidelines (agencies recommended or only partial funding are not eligible to request an appeal):

- a) If the project is not selected for funding, the agency has the right to appeal, provided that the appeal is based upon Glendale CoC Board violations of program regulations or errors on the part of the Board or staff. For example, reviewing members did not consistently follow the scoring criteria and process, as detailed above or there was a conflict of interest that prevented a fair review of the proposal.
- b) No appeals will be heard on the basis of funding level.
- c) Agency's written appeal must be submitted within the timeline indicated in the notification letter. Each agency will have the opportunity to present the appeal to the Glendale CoC Board. Each agency will receive a written notification on the outcome of the appeal.

VI. PROPOSAL SUBMISSION

For funding consideration, all projects must meet the City of Glendale's project eligibility requirements as defined in this RFP. Agencies and/or organizations responding to this RFP must complete the attached funding application. Agencies applying for more than one project must submit separate applications for each project proposed.

Required Attachments

The application must be submitted with all attachments as requested. Failure to submit any of these documents in the application may result in ineligibility of the application. Do not include any other attachments, brochures or information not requested in this application.

MANDATORY ATTACHMENTS | *To complete Application, the following are attachments need to be submitted electronically to the City via HMIS@GlendaleCA.gov*

- | |
|--|
| <input type="checkbox"/> A. Internal Revenue Service (IRS) tax-exempt determination letter (501) c3 |
| <input type="checkbox"/> B. Most recent financial audit, including management letters and any findings or concerns |
| <input type="checkbox"/> C. Budget & Budget Narrative |
| <input type="checkbox"/> D. Pre-Award Risk Assessment Worksheet |
| <input type="checkbox"/> E. Housing First Policy & Program Policies and Procedures |
| <input type="checkbox"/> C. Board Contact Information and Current Organizational Chart |
| <input type="checkbox"/> D. Federal System for Award Management (SAM) Registration |
| <input type="checkbox"/> E. Proof of Registration with the California Secretary of State |
| <input type="checkbox"/> F. Résumés / Job Description of Key Staff |
| <input type="checkbox"/> G. Past Performance APR |

VII. GENERAL REQUIREMENTS

- A. Funds from this grant program may not replace funds from other sources.
- B. Agencies contracting with the City may be subject to fiscal review prior to finalization of award. During such review, the agency must demonstrate appropriate administrative and financial controls as approved

by City staff.

- C.** Projects supported by the City of Glendale funds must be of primary benefit to homeless persons or who are experiencing at-risk of homelessness and who are living in the City of Glendale and should be focused on providing direct services to program participants. Services under these contracts must be delivered within the city limits of Glendale.
- D.** Operating Agreement: Applicants approved for funding will be required to sign a Contract with the City to ensure compliance with civil rights laws, and Federal Executive Orders. Funds are subject to Federal and local regulations including, but not limited to: non-discrimination, equal opportunity, accessibility, lead-based paint, audits, procurement and environmental review. RFP and the proposal evaluation process do not constitute an agreement by the City that it will actually enter into any contract with any Proposer.
- i. The City reserves the right to negotiate further the terms and conditions of the Contract. The Proposer whom the City Council selects must cooperate with the City in good faith to negotiate, sign, and deliver the final Contract. The City will draft the Contract and may require the selected Proposer to attend one or more Contract negotiation conferences to discuss possible:
- Revisions to the Contract's service-related terms, conditions, requirements, specifications, or minimum performance standards, other than the insurance and the indemnity provisions; and
 - Additions to the Contract, by the parties' mutual agreement, or as a City Ordinance or Resolution, the City's Charter or Municipal Code, or any other law may require.
- E.** OMB Administrative Requirements and Cost Principles. Contractors will ensure that an annual financial audit is performed in compliance with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, set forth in 2 CFR part 200.
- F.** Non-discrimination in Services and Employment: Applicants approved for funding shall not, in accordance with Federal law, discriminate in the provision of services hereunder because of race, color, religion, national origin, ancestry, sex, age or physical or mental handicap as identified in Section 109 of the Act, Section 504 of the Rehabilitation Act, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, and 24 CFR § 570.602. In addition, contractor shall not discriminate in the provision of services hereunder because of religious belief, creed, medical condition, blindness, sexual orientation, marital status, pregnancy, parenthood, citizenship, gender identity, domestic partner status or AIDS or HIV status.
- G.** Applicants approved for funding shall certify and agree not to discriminate against any employee or person who is employed or compensated in whole or in part using funds provided under this Agreement because of race, color, creed, religion, religious belief, national origin, ancestry, citizenship, age, sex, sexual orientation, marital status, pregnancy, parenthood, medical condition, physical or mental disability, gender identity, domestic partner status or AIDS or HIV status.
- H.** Funds may be awarded to faith or religious-based organizations performing public social service activities, provided certain contractual provisions are included in agreements between the City and the entity. The grant agreement must include contract conditions stating that the social services provided are exclusively non-religious in nature and scope, there are no religious services, proselytizing, instruction, or any other religious influences in connection with the public services and there is no religious discrimination in terms of employment or benefits under the social service project.
- I.** Dun and Bradstreet (D&B) Data Universal Numbering System (DUNS) Requirement – Any applicant seeking funding directly or indirectly from federal agencies must obtain a DUNS number. Failure to provide a DUNS number will prevent you from obtaining an award. The number can be registered or

verified by calling 866-705-571. For additional information, please visit <http://fedgov.dnb.com/webform>.

Applicants are reminded that when registering with D&B, to be sure to use the organization's legal name that is used when filing a return with or making payments to the Internal Revenue Service. Organizations should also provide the Zip Code, using the Zip Code plus the four additional digits. The DUNS number used in the application must be for the applicant organization.

- J.** Active Registration in the System for Award Management (SAM) – All applicant organizations must have an active registration in the SAM. To register, please visit <https://www.sam.gov/portal/public/SAM/>; you will need your DUNS number. The SAM is an ongoing project to integrate nine government wide acquisition and award support systems into one system. Currently, the SAM consolidates information from four systems: the Central Contractor Registry (CCR), Federal Agency Registration (Fedreg), Online Representations and Certifications Application (ORCA), and Excluded Parties List System (EPLS).
- K.** Safeguarding Resident/Participant Files. In maintaining resident and participant records, recipients shall observe federal, state, and local laws concerning the disclosure of records that pertain to individuals. Further, recipients are required to adopt and take reasonable measures to ensure that resident and participant records are safeguarded. This includes when reviewing, printing, or copying participant records.

VIII. CONDITIONS AND RESERVATIONS

Identifying Proprietary Information; Public Records Act

A Proposer must identify and list all copyrighted material, trade secrets, or other proprietary information (“protectable documents”) that the Proposer included in its Proposal which Proposer believes should be exempt from disclosure under California’s Public Records Act, Government Code Section 6250, et seq. (See: PF:33).

By listing the documents, the Proposer agrees to indemnify, defend, and hold harmless the City and its officers, agents, employees, and representatives from and against any action, claim, lawsuit, or proceeding, including costs and expenses, arising out of or connected with the City’s refusal to disclose the protectable documents to any party making a request for those items.

The City will treat any Proposer, who fails to identify documents that the Proposer believes should be exempt from disclosure, as having waived its right to an exemption from disclosure, as the Public Records Act provides.

All Proposals and other material submitted become the property of the City and may be returned only at the City’s option. The City reserves the right to use any ideas presented in any response to the RFP. Selection or rejection of the Proposal does not affect this right.

- A.** The City of Glendale shall not, in any event, be liable for any costs incurred by applicants prior to entering into a formal contract. The costs of developing the proposals or any other such expenses incurred by the applicant in responding to the RFP, are entirely the responsibility of the applicant, and shall not be reimbursed in any matter by the City.
- B.** The proposal must set forth full, accurate, and complete information as required by this application. The City may accept amendments to Proposals after the Proposal Deadline if it best serves the City’s interests.
- C.** The City of Glendale reserves the right to retain all submitted applications and the applications shall become the property of the City of Glendale. Applications may be disclosed under the California Public Records Act at a later date. Any department or agency of the City shall have the right to use any or all ideas presented in applications submitted in response to this RFP without any change or limitation. Selection or rejection of a proposal does not affect these rights.

- D.** The City of Glendale reserves the right to communicate with funders or providers associated with the applicant to obtain additional clarification of design, program or agency fiscal and programmatic capacities and to utilize this information in the evaluation process. This includes verification of sources of match and leverage as stated within the application submission.
- E.** The City of Glendale reserves the right to conduct scheduled and unscheduled site visits of agency applicants by City staff, County, State and Federal funding entities.
- F.** The City of Glendale reserves the right to reject any or all applications received in answer to this RFP if deemed incomplete or inappropriate.
- G.** The City of Glendale makes no representation that any contract will be awarded to any applicant responding to this RFP.
- H.** The City of Glendale reserves the right to change application components, including services, costs, and program design, as it sees fit to better meet the City, Los Angeles County, and/or local requirements.

IX. CONTRACT CONDITIONS

- A.** Contractors will be required to comply with conditions set forth by the City of Glendale in this RFP.
 - The City's policy is that the Contract be accepted as is. Contractors will be required to comply with conditions set forth by the City of Glendale in its executed contract with contractor and any conditions and requirements for subcontractors set forth by Los Angeles County Chief Executive Office in its executed contract with the City.
- B.** The City reserves the right to negotiate further the terms and conditions of the Contract. The Proposer whom the city council selects must cooperate with the City in good faith to negotiate, sign and deliver the final Contract. The City will draft the contract and may require the selected Proposer to attend one or more contract negotiation conferences to discuss possible:
 - Revisions to the contract's service-related terms, conditions, requirements, specifications, or minimum performance standards, other than the insurance and the indemnity provisions; and
 - Additions to the contract, by the parties' mutual agreement, or as a city ordinance or resolution, the city's charter or municipal code, or any other law may require.

C. City's Reservation of Rights

This RFP and the proposal evaluation process do not:

- Obligate the City to accept or select any Proposal;
- Constitute an agreement by the City that it will actually enter into any contract with any Proposer.

When it best serves the City's interests, the City may do any one or more of the following:

- Reject any Proposal or all Proposals at its sole discretion.
- Extend the deadline for accepting Proposals.
- Accelerate the pace of the RFP process if only one or a handful of Proposals is received.
- Waive any or all information, defects, irregularities, or informalities in a Proposal.
- Accept amendments to Proposals after the Proposal Deadline.
- Amend, revise, or change the RFP's evaluation or selection criteria.

- Cancel, withdraw, amend, revise, change, or negotiate the terms of this RFP, the proposed Contract, or both.
 - Reissue a Request for Proposals.
 - Conduct one or more oral interviews.
 - Visit a Proposer's facilities or business.
 - Examine financial records of a Proposer to the extent necessary to ensure financial stability.
 - Make a partial award.
 - Negotiate with one or more Proposers.
 - Award contracts to one or more Proposers.
 - Require a best and final offer from one or more Proposers.
 - Provide or perform the Services using a City officer or employee, or contract directly— without an RFP or bids— for the Services.
- D.** The City must have an executed contract with the funding entity and an executed contract with each subcontractor prior to reimbursement of funded activities under this RFP. Agencies will NOT be reimbursed for eligible costs incurred prior to the operational period. The City will not reimburse any agency for incurred project costs beyond the contract operational period as detailed in an executed City contract.
- E.** Insurance Requirements: Public and community non-profit agencies approved for Measure H funding will be required to obtain insurance, evidenced by an original certificate of insurance and endorsement.

The required insurance is as follows:

a. Comprehensive General Liability: The insurance must be written for the limits of liability specified below

(1) ONE MILLION DOLLARS (\$1,000,000) per occurrence, or the full per occurrence limits of the policy— whichever limit is greater— for bodily injury (including accidental death) to any one person;

(2) ONE MILLION DOLLARS (\$1,000,000) per occurrence, or the full per occurrence limits of the policy— whichever limit is greater— for personal and advertising injury to any one person;

(3) ONE MILLION DOLLARS (\$1,000,000) per occurrence, or the full per occurrence limits of the policy— whichever limit is greater— for property damage; and

(4) TWO MILLION DOLLARS (\$2,000,000) general aggregate limit, or the full aggregate limits of the policy— whichever limit is greater.

b. Automobile Liability: Insurance coverage shall include automobile coverage for projects involving the use of automobiles. The insurance must not be written for less than the limits of liability specified below or required by law, whichever coverage amount is greater:

(1) ONE MILLION DOLLARS (\$1,000,000) per occurrence for bodily injury (including accidental death) to any

one person; and (2) ONE MILLION DOLLARS (\$1,000,000) per occurrence for property damage; or (3) TWO MILLION DOLLARS (\$2,000,000) combined single limit (“CSL”).

c. Workers’ Compensation: Insurance coverage for Workers’ Compensation shall be obtained and maintained through the duration of the project.

(1) Complete Workers’ Compensation insurance, meeting or exceeding the coverages and amounts that California law requires; and

(2) Employer’s Liability insurance in an amount not less than: (i) ONE MILLION DOLLARS (\$1,000,000) per accident for bodily injury or disease; (ii) ONE MILLION DOLLARS (\$1,000,000) per employee for bodily injury or disease; and (iii) ONE MILLION DOLLARS (\$1,000,000) policy limit.

d. Certificate and Endorsement: Awarding applicants shall provide City with a “certificate of insurance,” an “additional insured endorsement,” and a subrogation endorsement, “Waiver of Transfer to Rights of Recovery Against Others”— on forms satisfactory to the City Attorney or City’s Risk Manager, and signed by the insurance carrier or its authorized representative— which fully meet the requirements of, and contain provisions entirely consistent with, all of the Insurance Requirements.

e. Rating of Insurance Company: At all times, the insurance company issuing said policy shall be an “admitted” insurer in the State of California; shall be domiciled within, and organized under the laws of, a state of the United States; and shall carry an A.M. Best & Company minimum rating of “A:VII.”

Organization shall within thirty (30) days prior to expiration of this insurance, furnish to the City certificates of insurance and endorsements evidencing renewal of the insurance. The City reserves the right to require complete certified copies of all policies of Organization and Organization’s contractors and subcontractors, at any time.

F. Financial Requirements: Agencies contracting with the City may be subject to fiscal review prior to finalization of award. The focus of the review is to verify that the accounting system is adequate. If awarded a grant, the contractor shall establish a tracking system that will clearly and distinctly identify units of services and/or direct costs applicable to the services to be rendered under this contract. The contractor shall be required to submit invoices for the funds in a format to be established by the City.

The City’s obligation to pay any sum for any fiscal year shall be contingent upon receipt of funds and upon appropriation by the City Council of the necessary funds for such payment by the City in each fiscal year during the term of contracts awarded. In the event that the City Council of the City of Glendale fails to appropriate the necessary funds for any fiscal year, the contracts awarded for that period will not be funded and/or renewed.

The following fiscal and accounting procedures shall be required:

- Maintain a bank account and perform monthly bank reconciliation.
- Designate specific employees to perform each of the following functions:
 - Receipt for goods and services provided to Contractor.
 - Approve the purchase of goods and services for Contractor.
 - Approve employee time worked.
- Deposit all receipts in the bank account promptly and intact. (Do not pay any expense directly out of cash receipts.)
- Maintain bank-validated copies for every deposit slip in chronological order. Each deposit slip should include sufficient detail to explain the source of the funds being deposited. (This may be

done by recording the details on the deposit slip or by attaching supporting documentation, which may have been received with the receipts.)

- Disburse all funds by check, preferably signed by two officers of the contractor, neither of who is the bookkeeper or the accounting clerk.
- Maintain documented support for every check written, which should include:
- Original invoice from vendor.
- Indication by signature and date of an authorized employee that the goods or services were received by the contractor. (This may be done on a separate receiving report, a copy of the packing slip or on the invoice itself).
- Indication that the goods or services were approved for purchase by an authorized individual (This should be by signature and date and should appear on the invoice or on the purchase requisition, if the contractor uses such).
- Maintain and file all required tax and payroll reports with appropriate Federal and State agencies.
- Maintain the following records in an orderly fashion by contractor's fiscal year until audited by the City:
 - Bank Statements and Bank Reconciliation
 - Deposit slips and supports
 - Checks and supports Payroll records
 - Cash receipts and disbursements journals
 - Monthly financial statements
 - Requests for reimbursements from the City and appropriate supporting documents
- Maintain individual participant files in accordance with the Glendale CoC written standards to include, but not limited to, proof of homelessness, proof of disability, as applicable, income status, proof of resident rent calculations, program fees collected and/or savings programs, intake forms, assessments, HMIS exit forms, and documentation of services.
- Maintain proper tracking, documentation, management and uses for program fees, client savings programs and resident rent calculations.
- Full Cooperation for an Audit by the City Auditor, as deemed necessary.

G. Contractor shall allow representatives of the City of Glendale to inspect facilities, which are used in conjunction with the contracts made to implement programs funded under this proposal.

H. Each contractor must comply fully with all the requirements specified in this RFP. The responsibility for accuracy rests entirely with the applicant.

I. Contractors shall make available to representatives of the City of Glendale upon reasonable notice, all documentation related to the program funded by this contract (i.e., case files, program files, policies and procedures). Demographic information about clients will be regularly transmitted to the City of Glendale Community Services & Parks Department in a manner consistent with agreements protecting client and/or agency confidentiality rights.

J. On the City's application form, Contractor must disclose any prior or ongoing contract failures, and any civil or criminal litigation or investigation involving the Contractor. Failure to disclose the required information may disqualify a proposal. The City reserves the right to reject a proposal based upon the Contractor's prior history with the City or with any other party, which documents, without limitation, unsatisfactory performance, adversarial or contentious demeanor, significant failure(s) to meet contract milestones or other contractual failures.

- K.** Contractors acknowledge that, as recipients of Los Angeles County funds, they will be required to comply with regulations pertaining to the use of such funds. All regulations will be enumerated in the contract and will be incorporated by reference. It will be the contractor's responsibility to assure compliance with applicable regulations. To the extent feasible, the City of Glendale will provide the successful bidders with the applicable regulations.
- L.** Contractors will ensure an annual financial audit is performed in compliance with the Federal Single Audit Act and will submit a copy of the audit report to the City of Glendale Community Services & Parks Department, with the funding application and six months after the end of the contractor's fiscal year.
- M.** Contractors acknowledge that funds are NOT meant to replace or supplant other sources of funding and contractor will assure funds awarded are not used to replace or supplant other funds.
- N.** Contractors shall maintain any applicable licenses or permits, and meet any facilities code regulations required for the program(s) funded under this contract at the contractor's expense.
- O.** Contractors shall participate in local CoC planning, networking, training, capacity building, advisory boards and coordination meetings as appropriate.
- P.** Contractors shall cooperate with related research and evaluation activities.
- Q.** Contractors will be required to sign certification on lobbying and debarment.

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Appendix A: Glendale CoC Performance Metrics

Performance Metrics	Description	Outcome Goal	Applicable Projects
Achieve the target annual outreach and engagement numbers for homeless individuals and families	Meet the required number of persons to be engaged annually	40-89 persons minimum	Street Outreach
Reduce Length of Time Homelessness	Number of program participants who obtain permanent housing within 120 days of program enrollment	≤ 120 days	Emergency Shelter, Rapid Rehousing
Time spent in homeless	Number of program participants who remain in shelters/ homeless situations	≤ 270 days	Emergency Shelter, Transitional Housing
Length of time between Client's Project Start Date and Move-In Date	Length of time for program participants to obtain an apartment since program enrollment date	≤ 90 days	Rapid Rehousing, Permanent Supportive Housing
Reduce Recidivism Limit returns to homelessness within six months of program exit	Decrease the number of persons exiting from permanent housing to homelessness (includes shelters and temporary destinations)	$\leq 2\%$ (Less than 2%)	Rapid Rehousing, Homeless Prevention
Successful Placements from Street Outreach	Increase the number of unsheltered participants referrals and placements in hotel/motel, shelters, recuperative care, and other transitional housing destination	At least 70% of members	Street Outreach
Bed/unit utilization rate	Increase daily utilization of beds / project occupancy	90%	Emergency Shelter & Transitional Housing
Increase the number of persons exiting to permanent housing	Number of program participants who obtain permanent housing (RRH) or retain existing housing (HP)	RRH: 70% of participants exit to permanent housing HP: 80% of participants exit to permanent housing	Rapid Rehousing, Homeless Prevention, Emergency Shelter, & Transitional Housing

Performance Metrics	Description	Outcome Goal	Applicable Projects
Increased income	Adults being served in Glendale CoC projects must increase earned income and their other income (i.e. GR, SSI, SOAR, TANF, VA Benefits) from year to year and between their enrollment in the system and their exit	15% of participants must increase their income before exiting the program	Rapid Rehousing, Emergency Shelter, and Transitional Housing
Retention of persons in permanent housing	Number of program participants who retain permanent housing unit after leasing up	95%	All projects
Data Quality	Reduce the number of persons exiting with Unknown Destinations (“Client Doesn’t know/Client Refused” or “Data not Collected no exit interview completed”)	≤ 5%	All projects